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June 18, 1981

Architects

Planners

Environmental
Designers

14 Arrow Street
Cambridge, Massachusetts 02138
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James P. Batchelor
Linus M. Dounias RA
Richard I. Krauss AIA
Myron Miller RA
John R. Myer FAIA
Robert E. Nicodemus RA
Robert J. Slattery RA
Wayne I. Welke RA

Rosemary D. Grimshaw
Eden G. R. Milroy

Mr. Matthew A. Coogan, Project Coordinator
Boston Redevelopment Authority
City Hall
One City Hall Square
Boston, MA 02201

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Re: Downtown Crossing Land Use and Design Analysis

Dear Mr. Coogan:

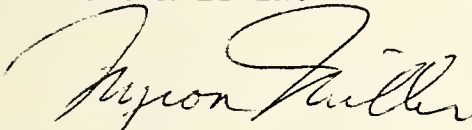
Arrowstreet Inc. is extremely interested in being considered for the proposed work on the Downtown Crossing Land Use and Design Analysis. As the enclosed material describes, we feel we provide a unique set of capabilities in Land Use/Development Planning, Urban Design/Public Space Design, and Implementation Management/Institutional Structures, which make us particularly appropriate for this Downtown Crossing work.

Enclosed, as requested, are a description of Arrowstreet qualifications and relevant experience, key Arrowstreet personnel, and GSA Forms 254 and 255. Also enclosed is a copy of Arrowstreet's firm brochure, for your general background information on the breadth of our capabilities and experience.

We look forward to the opportunity to submit a proposal to you and potentially to work with you on this vital project.

Sincerely,

ARROWSTREET INC.


Myron Miller
Principal and Director

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Enc.

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Downtown-
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arrowstreet inc.

ARROWSTREET QUALIFICATIONS

Arrowstreet Inc. possesses strong qualifications in all three areas we understand to be involved in the Downtown Crossing Land and Design Analysis project: Land Use/Development Planning; Urban Design/Public Space Design; and Implementation Management/Institutional Structures. With our extensive experience in all these activities, as illustrated in the following pages, we provide a unique mix of capabilities valuable to the tasks required by the BRA. We would emphasize certain special qualifications which make Arrowstreet particularly well-suited for this project:

- Multi-Interest Implementation Management - Experience at establishing structures or processes to fund and manage implementation of urban design and development improvements by multiple-interest public and private sector bodies. This is a primary thrust of our current work for MASCO in the Longwood Medical Area, among other such experience. Such an approach is particularly important in Boston's current fiscal situation, where implementation of proposed improvements will probably depend more on coordinated private actions than on municipal funding.
- Do-able Proposals - Ability to direct planning toward readily implementable, near-term efforts, within a framework of more comprehensive concepts and goals, to produce evident results and show effectiveness quickly. This is important in proving the viability of a new, shared approach to urban improvements as is key in Arrowstreet's current work for MASCO and for the U.S. Army Community Activity Center program.
- High Quality Urban Design - Arrowstreet has a national reputation for design excellence and responsiveness to real needs in our urban design and public space design projects. But we are able to address our designs to the varied scales and qualities of improvement appropriate to different situations, and to the levels of funding available.
- Involvement of Affected Parties - We are well-known for our capabilities at involving, through appropriately structured processes, the diverse parties affected by and essential to the successful implementation of public improvements in the complex urban environment. Our involvement of merchants, property-owners and the Retail Trade Board on the Washington Street Mall, and of a panoply of users, merchants, property-owners, institutions and public agencies in our Downtown Washington D.C. Streets for People project, were invaluable for smoothing the acceptance and implementation of these urban improvements.
- Downtown Crossing Experience - Arrowstreet's past experience in helping to develop the Downtown Crossing and on many projects right in the area gives us a strong basis for proceeding to further land use and urban design improvements. Our work includes: the Downtown Crossing Pedestrian Map and Vehicular



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Sign System, the Washington Street Mall pedestrian space and canopy, Old State House Park, the Park Street MBTA Station Modernization, including the arcade under Winter Street, and the Masterplan for the State Station modernization.

- Working Relationship with BRA and City Agencies - We have good working understanding and relationships with the BRA and other City of Boston agencies involved in public improvements, such as Traffic and Parking, Public Works and Public Facilities, which will facilitate our design and implementation procedures. This comes from our numerous project experiences with the BRA, as well as for Boston Public Facilities, and from dealing with these agencies on outside-sponsored projects in Boston, such as those for MASCO, the MBTA, and the General Services Administration.
- Multi-Disciplinary Consultant Planning Experience - We are well-versed at working with many specialized consultants in complex planning situations, and integrating their inputs into our design considerations. While we understand the five consultant disciplines to be hired for the Downtown Crossing project will not work directly as a team, our familiarity with the working approaches and concerns of market/economic analysts, traffic, parking, and security consultants (the focal disciplines involved in our current MASCO project) makes it easier for us to work productively and responsively along-side the selected consultants.

Arrowstreet Inc. is a firm of approximately 30 professionals engaged in the practice of architecture, planning and urban design. In the firm's almost twenty years of independent practice, we have been involved in a wide variety of public and private projects, ranging from individual buildings to complete city systems. Our design work includes award-winning experience in many areas of design: land use, urban renewal, transportation, community and site planning; public space and pedestrian mall design; environmental information systems; and building design from site development through construction supervision, for institutional and educational facilities, housing and commercial structures, renovation and historic preservation, integrated multiple-use developments, and many other types of architectural projects. We have also developed special capabilities in areas such as institution design and organization, implementation management, group planning process development, use and feasibility analysis, activity programming, social and systems research, to complement our environmental design work.

ARROWSTREET EXPERIENCE

Arrowstreet brings extensive and long-term experience in all the areas of activity required for the Downtown Crossing Land Use and Design Analysis project. The following paragraphs indicate our relevant project experience in each of these areas. Examples of most recent and directly related projects (noted by *) are further described and illustrated on the following pages.

1. Land Use/Development Planning.

Arrowstreet's experience includes land use analysis and planning, and design of development guidelines and mechanisms for whole cities, development areas, neighborhoods, and specific sites. We apply our methods of integrating multiple involved interests and nationally recognized urban design skills to develop environmental and use solutions which are innovative, imageable and implementable. We devise guidelines for application of the planning concepts by succeeding actors over many years, and decision time-lines to orient individual initiatives over time to comprehensive goals. Our plans comprehend the total environmental development of an area, while emphasizing and respecting the particular qualities of individual public and private places within the whole. Representative projects include:

- Longwood Medical Area Master Programming, for MASCO (Medical Area Service Corporation), land use and development guidelines, urban design concept, traffic and open space plans.*
- Arsenal Markets development masterplanning and architectural design, Watertown Arsenal.*
- Port d'Albret, France, New Town development masterplan and architectural notebook (Citation from Urban Design, 1980).
- Laguna Niguel, California, development masterplan and guidelines for costal resort community, for Avco Community Developers.
- Downtown Boston Waterfront Urban Renewal Plan.*
- Gloucester Downtown Land Use Plan, Gloucester, Mass.*
- Boltwood Walk Plan, downtown renewal site development and building reuse masterplan, and public space design, for Amherst, Mass.*
- Chelsea Naval Hospital Site Redevelopment Masterplan.
- Downtown Toledo Action Plan, land use, public space and waterfront redevelopment plan, Toledo, Ohio.
- Boston Government Center, original Urban Renewal Plan.

2. Urban Design/Public Space Design.

Arrowstreet is nationally recognized for its efforts in urban design and design of the public environment, with experience in a wide range of cities and developments of diverse scales and situations. Our work includes urban design guidelines for entire downtown areas, pedestrian network and linkages development, with related traffic, service and parking systems, and specific public space design for pedestrian malls, urban parks, mass transit stations, town and neighborhood centers. We have experience in designing and building such improvements, including coordination of the multiple public agencies and private interests required to facilitate implementation. Arrowstreet did the first comprehensive study of urban environmental communication systems, involving public and private signing, lighting and information centers. We have since designed and installed pedestrian and vehicular sign systems, kiosks and maps, and multimedia and electronic information devices. Our work takes public space planning beyond physical design to activity programming, management approach and features development to activate the urban environment. Representative projects include:

- Downtown Washington, DC, Streets for People redevelopment and pedestrianization masterplan and design (Award from American Institute of Planners, National Capital Area Chapter, 1975).*
- Washington Street Mall, Boston.*
- Downtown Crossing Sign Systems, pedestrian and special vehicular signs for Boston central retail district.*
- Pratt Street Mall, Hartford, Connecticut.
- Walnut Street Improvements, public space design and pedestrian deck over transit line, Newton, Massachusetts.
- Old State House Park, Boston.*
- Lower Manhattan Access Study, public movement and information plan for Wall Street area.*
- Birthday Book, Boston 200 Bicentennial public space improvement program (Urban Design Citation, Progressive Architecture, 1977).*
- Custom House Park, Boston.
- Park Street Station Modernization, MBTA (Urban Design Award, Design and Environment Magazine, 1975).
- State Station Modernization Masterplan, MBTA.
- MDC Sign System for Charles River Parkways, Metropolitan District Commission.

- City Signs and Lights, urban information systems research and demonstration projects, for BRA and HUD, Boston (HUD National Award for Design Excellence, 1970).

3. Implementation Management/Institutional Structures.

Recognizing that urban environmental change requires efforts beyond good design to achieve successful implementation, Arrowstreet has developed capabilities and methods for implementation management and institutional structure development to achieve environmental goals. These have been developed particularly for complex urban and bureaucratic situations, with multiple interests involved - public and private sectors, suppliers and users, professionals and lay persons, or cases of many diverse parties with separate but related domains for which effective environmental solutions require close coordination. Arrowstreet, and its non-profit affiliate EDG (the Environmental Design Group), have developed and applied a variety of innovative processes for involving multiple interests in the planning and design of the environment, and for reaching decisions amid the diverse and often conflicting viewpoints these participants represent. Participation by the multiple actors together confronting the planning problems results in more imaginative and responsive solutions, education on mutual interests and conflicting viewpoints, and consensus - building to support the outcome of the process. Beyond this, we design, with the participants, appropriate structures - inter-governmental and intra-community relationships, on-going committee participation, funding sharing concepts, joint schedules and procedures - to manage the implementation of shared plans. Among our recent projects in this area are:

- Longwood Medical Area Master Programming, for MASCO.*
- Massachusetts Local Energy Action Program, in community energy planning and implementation program development.*
- Community Life Masterplanning for U.S. Army Installations (2 projects): Design Guide for Community Activity Centers, and Design Guide for Dependent Youth Activity Centers, including planning, programming and design guidance, and institutionalization of roles for all participants in project development and implementation process.
- Philadelphia Solar Planning Process, organization of city-wide energy management commitment and development of neighborhood outreach and energy action planning process.*
- Boltwood Walk Plan, Amherst, Mass., implementation structures.*
- Planning Aid Kit (PAK) and Massachusetts Community Mental Health Center Planning (through EDG) (Progressive Architecture Award, 1974).*

arrowstreet inc.

- Design Guidelines for Intermediate Care Facilities for the Mentally Retarded, program standards and procedures for Massachusetts Department of Mental Health and Retardation (through EDG) (Progressive Architecture Award, 1977).
- Boston Downtown Plan review process facilitation, for Boston Redevelopment Authority.

ARROWSTREET PERSONNEL

Arrowstreet's staff includes many urban designers, planners and architects skilled in the areas of activity required for the Downtown Crossing Land Use and Design Analysis project. These personnel provide diverse and complementary capabilities, and we would staff on this project those most suited to the specific scope of work. Among key Arrowstreet personnel with directly relevant experience for the Downtown Crossing project are the following, for whom resumes are found on the following pages:

Myron Miller, urban designer and planner and Arrowstreet principal, has most recently been responsible for planning and management of our Longwood Medical Area (MASCO) Master Programming and U.S. Army Community Activity Centers planning projects. He has been involved in most of Arrowstreet's recent urban design and public space projects, including the Washington Street Mall, Old State House Park and Downtown Crossing Sign System projects right in downtown Boston, and the Pratt Street Mall, Newton Highlands' Walnut Street Improvements, and Birthday Book. Among his management structure processes are the Massachusetts Local Energy Action Program and Planning Aid Kit.

Wayne Welke, also an urban designer and planner and Arrowstreet principal, has also recently worked on planning for the MASCO project, as well as design and implementation of our Downtown Crossing and MDC Sign Systems. He directed the MBTA Park Street Station Modernization and State Station Masterplanning, in the Downtown Crossing area. He also planned and designed the Boltwood Walk Plan for Amherst and was responsible for its implementation management throughout private parcel and public space development, and he coordinated masterplan development for the six Massachusetts schools for the mentally retarded.

Richard Krauss, a senior Arrowstreet principal and Assistant Director of the Urban Design Program at Harvard, has had lead responsibility in many of the firm's planning and design projects. He directed and developed the urban design and implementation structure for our Longwood Medical Area (MASCO) work. He directed the masterplanning and design guidelines for the Army Community Life Facilities projects, Port d'Albret new town, and the Laguna Niguel resort community. He developed the Planning Aid Kit, and has applied it in numerous situations, including community mental health planning and masterplanning for institutions for the mentally retarded in four states.

John Myer, founding principal of Arrowstreet and internationally known for his urban design expertise, has been responsible for many of our major planning and design projects. These range from the Downtown Boston Waterfront and original Government Center urban renewal plans, to the Downtown Washington Streets for People masterplan and pedestrianization project. He directed the Washington Street Mall design, MBTA State Station Modernization masterplan, the Chelsea Naval Hospital site redevelopment plan, the Port d'Albret new town development masterplan, and the Boltwood Walk Plan for Amherst.

MYRON MILLER

EDUCATION: Harvard University, Graduate School of Design, M. Arch., 1971.

Harvard College, A.B., summa cum laude, 1966.

Royal Danish Academy of Fine Arts, Copenhagen, "hospitant", research in industrialized housing, 1969-70.

EXPERIENCE: Arrowstreet Inc., 1973 to present; Principal and Director since 1973.

Project Manager: Master Programming for Longwood Medical Area; multi-institutional urban design and development plan and implementation process; Medical Area Service Corporation (MASCO), Boston, MA; 1980-81.

Project Director: Solar Programs for Local Energy Officials; technical and program assistance manual, Northeast Solar Energy Center, Boston, MA; 1980-81.

Project Co-Director and Planner: Design Guide for Community Activity Centers; community planning process and design guidelines for community facilities on all Army posts; Army Corps of Engineers, Washington, D.C.; 1980-81.

Project Director: Massachusetts Local Energy Action Program; community energy planning process and assistance manuals; Massachusetts Municipal Association and Northeast Solar Energy Center, Boston, MA; 1980

Project Director; Walnut Street Improvements, Newton Highlands; village center public space design and pedestrian deck over transit line; Newton, MA; 1979-81.

Project Planner: Solar Cities and Towns Program; public participation model for nation-wide urban solar applications program for U.S. Department of Energy; Northeast Solar Energy Center, Boston, MA; 1979-80.

Project Planner: Philadelphia Solar Planning Project; community participation and neighborhood energy planning kit for demonstration city-wide solar planning effort; U.S. Department of Energy and University City Science Center, Philadelphia, PA; 1979-80.

Project Director: Carter School Reconstruction; renovations and additions to school for the mentally retarded; Massachusetts Bay Transportation Authority and Boston Public Facilities Department, Boston, MA; 1979-80.

Project Manager and Planner: Design Guide for Dependent Youth Activity Centers; physical design and operations guidelines for youth activity centers for military dependents; Army Corps of Engineers, Washington, D.C.; 1978-79.

Project Director and Planner: Downtown Crossing Sign Systems; pedestrian and vehicular signs for demonstration pedestrianization and vehicular control project; Massachusetts Bay Transportation Authority, Boston, MA; 1978-79.

Project Manager and Planner: Chelsea Naval Hospital Development Masterplan; reuse of historic site for housing, waterfront park, commercial facilities; City of Chelsea, Office of Community Development, Chelsea, MA; 1977-78; Design Review Consultant; 1979-80.

Project Director: Pratt Street Mall; pedestrianization of major downtown commercial street, Hartford Redevelopment Authority, Hartford, CT; 1977-78.

Project Manager and Designer: MDC Charles River Parkways Sign System; redesign and installation of sign system and development of Sign System Manual; Metropolitan District Commission, Boston, MA; 1976-79.

Project Director: Old State House Park, urban park surrounding historic Old State House; Boston Redevelopment Authority, Boston, MA; 1976-79.

Project Manager: Washington Street Mall; two-block downtown pedestrian mall; Boston Redevelopment Authority, Boston, MA; 1975-77.

Project Director: Birthday Book; program of citizen gifts of public space improvements for the Bicentennial; Boston 200 Corporation, Boston, MA; 1975-76.

Project Manager and Planner: Downtown Toledo Action Plan; urban design study of immediate action programs for downtown revitalization of Toledo, OH; 1974.

Environmental Design Group Inc.; 1972 to present.

Project Planner: Implementation of Community Mental Health Centers; development and implementation assistance; Region III, Massachusetts Department of Mental Health; 1979-80.

Project Planner: Regulations for Non-Residential Services for community-based mental health programs; Massachusetts Department of Mental Health; 1979.

Director of Guidelines Development: Design Guidelines/ Intermediate Care Facilities for the Mentally Retarded; performance-based guidelines for community-based residential environments; Title XIX Medicaid Program; Massachusetts Department of Mental Health, 1975-76.

Director and Senior Researcher: Educational Planning in New Communities; study of participatory planning for educational and social services in new communities; Educational Facilities Laboratories and the National Institute of Mental Health; 1972-74.

Planner and Designer: Planning Aid Kit; participatory process for community planning of mental health programs; National Institute of Mental Health; 1972-74.

Skidmore, Owings and Merrill, Boston, MA, 1971-72.

Architect and Urban Designer: Boston Transportation Planning Review; regional transportation plan for Boston Metropolitan area; urban design and transit planning for Southwest Corridor and Circumferential Transit.

TEACHING/
SPEAKING:

Panelist, Environmental Design Research Association Conference, "Programming and Design Guidelines Development for Large Institutional Clients," 1979.

Instructor, Harvard Graduate School of Design, GSD/PM program, lecture course on Downtown Design, Development and Finance, winter-spring 1977.

Senior Critic, Boston Architectural Center, City Spaces Studio, 1973-74.

Associate Critic, Boston Architectural Center, Metro Boston Studio, 1971-73.

PUBLICATIONS:

Massachusetts Local Energy Action Program, Northeast Solar Energy Center, Boston, 1980.

Neighborhood Energy Planning Kit, Philadelphia Solar Planning Project, Philadelphia, 1980 (with R. Krauss, C. Burnette, et al).

Sign System Manual, Metropolitan District Commission, Boston, 1980.

Design Guide: Dependent Youth Activity Centers, Department of the Army, Engineering Division, Washington, D.C., 1979 (with R. Krauss).

Design Guidelines/Intermediate Care Facilities for the Mentally Retarded, Department of Mental Health, Commonwealth of Massachusetts, Boston, 1976.

The Birthday Book, Boston 200 Corporation, Boston, 1975.

The Imperative of Planning Together: Educational Planning in New Communities, Educational Facilities Laboratories, Inc., New York, 1974.

Planning Groups in the Political Arena, The Environmental Design Group; Cambridge, MA, 1974 (with R. Krauss, C. Lamb, A. Nagoda, et al).

"Industrialized Housing in Denmark - A Critical Analysis", Arkitekten (Denmark), #5, 1971.

Industrialized Housing: Structure of the Industry and Its Relation to the Built Product, Department of Building Science, School of Architecture, Royal Danish Academy of Fine Arts, Copenhagen, 1970.

The Architecture of William Ralph Emerson, 1833-1917, catalogue by Cynthia Zaitzevsky, photography by Myron Miller, Fogg Art Museum, Harvard University, 1969.

HONORS:

Wheelwright Traveling Fellowship, Harvard Graduate School of Design; study of downtown pedestrian networks in Europe and Israel, 1978.

Progressive Architecture Design Awards, Award in Applied Research, January 1977, for Design Guidelines/Intermediate Care Facilities for the Mentally Retarded.

Progressive Architecture Design Awards, Citation in Urban Design, January 1977, for The Birthday Book.

Progressive Architecture Design Awards, January 1974 for the Planning Aid Kit.

REGISTERED
ARCHITECT:

Commonwealth of Massachusetts.

WAYNE WELKE

EDUCATION

Massachusetts Institute of Technology, M. Arch., 1961.

University of Minnesota, B. Arch. with Distinction, 1959.

EXPERIENCE:

Arrowstreet, Inc., 1967 to present; Principal and Director, since 1973; Senior Associate, 1969-1973; Associate, 1967-69.

Master Programming for the Longwood Medical Area: Project Co-Manager and Physical Planner for the development of an urban planning/action Framework for this 160 acre complex of 12 major Boston hospitals and educational institutions; Medical Area Service Corporation, Boston, Massachusetts; 1980-81.

Community residences and program facilities for the mentally retarded: Project Manager and Program Planner for the programming, design and construction of prototypical eight-resident houses and related Program Centers for dispersed sites throughout the State of Colorado; Division for Developmental Disabilities, Denver; 1979-80.

U.S. Appraisers Stores Building Modernization: Project Director and Design Principal for adaptive re-use of 8-story warehouse on Boston's waterfront as a modern office building, including existing condition surveys and contract documents for phased construction; General Services Administration, Boston, Mass.; 1978 to present.

MDC Charles River Parkways Sign System: Project Director and Design Principal for the design of destination information, sign faces, and installations for Boston River Parkways, and development of Sign System Manual for extension of signing system to entire MDC parkway system; Metropolitan District Commission, Boston, Mass.; 1977 to present.

Downtown Crossing urban sign systems: Project Manager and Designer for pedestrian information and vehicular destination and regulatory signage for this demonstration pedestrianization and vehicular control project; Massachusetts Bay Transportation Authority, Boston, Mass.; 1978-79.

Office planning and interior design: Project Director and Designer of modernization of Law Offices at Ten Post Office Square in downtown Boston, Massachusetts; for Foley, Hoag and Eliot and Security Boston Trust; 1973, 1976, 1977, 1978.

WAYNE WELKE (con'd)

Park Street MBTA Station Modernization: Project Co-Director and Information Systems Designer for the renewal of the historic downtown rapid transit station, including user-participation program, transit analysis and station design, information system design, contract documents and project management; Massachusetts Bay Transportation Authority, Boston, Mass.; 1974 to 1981.

Center School Complex Urban Redevelopment: Project Coordinator and Designer for the master planning, programming and design for housing, commercial and community facilities to create a full-service community for the elderly at the town's center. (Joint venture with Donlyn Lyndon and Philip B. Herr and Associates); Town of Amherst, Mass.; 1972-1978.

State Station MBTA Modernization: Project Manager of the comprehensive master planning for long range station growth, including schematic design and preliminary cost estimates; final report: State Station/ Master Planning, 1970; MBTA, Boston, Mass.; 1968-70.

Designer for Prototypical Systems: Signs, Lights, Boston; design of public and private signs and informational displays for a HUD-funded demonstration project in downtown Boston; Boston Redevelopment Authority; 1968-1969. This policy study has been published as City Signs and Lights, MIT Press, (1973).

Design Coordinator: St. Clair Shores, Luxury Housing; design and site planning for low-, mid-, and high-rise apartments; (Joint venture with Homer and Rogers); The Shore Club, Detroit, Michigan; 1967-68.

Environmental Design Group, Inc.; Principal, 1973 to present.

Master Planning Coordinator: Title XIX Medicaid Programs; development of guidelines for environments for the mentally retarded and preparation of Master Plans for six state school campuses, including programmatic and environmental improvements and coordination with community-based programs; Campus Futures: In the Balance, Massachusetts Department of Mental Health; 1975-76.

Eduardo Catalano, Architect; 1965.

Designer: Juilliard School of Music; Chamber Music Hall design and fast-track construction coordination; with Pietro Belluschi; Lincoln Center, New York; 1965.

WAYNE WELKE (Con'd)

The Architects Collaborative, Inc.; 1962-65.

Job Captain and Designer: Tower East; suburban high-rise office building complex including retail and parking facilities; with Walter Gropius; Shaker Heights, Cleveland, Ohio; (Feasibility Study and Design); 1964-65.

Carl Koch and Associates, Architects; 1961-62.

Designer: Auditorium and Classroom Building; building and site design of a multi-function college facility on an urban campus; Wheelock College, Boston, Mass.; 1961.

HONORS:

Award for Excellence in Environmental Design, Design and Environment, 1975, for the Park Street MBTA Station Modernization.

Second Honorable Mention Award, International Competition for the design of the Boston Architectural Center (with Notkin and Johnson), 1964.

Finalist Team, Competition for the design of the New Boston City Hall (with Hsuing and Johnson for Waterman Associates, Architects), 1962.

AIA Scholastic Medal for General Excellence in Architecture, 1959.

Thomas F. Ellerbe Prize in Architecture, 1958.

REGISTERED
ARCHITECT:

Commonwealth of Massachusetts, 1963.

RICHARD I. KRAUSS

EDUCATION: Massachusetts Institute of Technology, B.Arch., 1961.

Harvard College, B.A., 1957 (Anthropology).

EXPERIENCE Environmental Design Group, 1968 to present; President since 1974, Vice President and Trustee since 1968.

Project Director: Statewide master plans for facilities for the developmentally disabled; Department of Developmental Disabilities, Colorado, 1977-78.

Project Director-Designer: Guidelines for environments for the mentally retarded and master plans for six state school campuses; Mass. Dept. of Mental Health; 1975-76.

Project Director-Designer: State service system plans, master plans, and schematic designs for facilities for the mentally retarded; Iowa Dept. of Social Services; 1975-76.

Project Director-Designer: Qualifying mental retardation facilities for Medicaid and planning community based services; Mass. Dept. of Mental Health; 1974-75.

Project Director: Development of the Planning Aid Kit--enabling community groups to plan community mental health programs; National Institute of Mental Health; 1973-74.

Project Director: Neighborhood development projects for lower income sponsors; Model Cities Neighborhood Boards; South End Tenants Council; FAIT of Boston; 1969-70.

Arrowstreet Inc., 1961 to present; Principal and Director since 1968.

Project Director: Master Programming for Longwood Medical Area; multi-institutional urban design and development plan and implementation process; Medical Area Service Corporation (MASCO), Boston, MA; 1980-81.

Project Director-Designer: Planning process and design guidelines for community activity facilities; U.S. Army; 1980-81.

Project Co-Director: Planning process for Local Energy Action; NESEC with MMA, MAPC, MEOER, 1980.

Project Director-Designer: Community based residences and program facilities for the mentally retarded in Colorado; Dept. of Developmental Disabilities; 1979-80.

Project Director-Designer: Renovation of buildings for artists' residences and activities; Boston Center for the Arts, 1979-80.

Project Director: Models for city-wide energy planning and pilot study in Philadelphia; University Science Center, NEA, DOE; 1978-79.

RICHARD I. KRAUSS (Cont'd)

Principal Author: Guidelines for a 600 acre Pacific coast community and resort; AVCO; 1978-79.

Project Manager-Designer: Preliminary design for the State Archives; Massachusetts Sec. of State; 1978.

Project Director-Designer: Guidelines and prototype designs for youth activity centers; U.S.Army; 1977-79.

Project Co-Director-Designer: Architectural guidelines and plans for a new community on the French Atlantic coast; Compagnie La Henin; 1977.

Project Director: Community services and intergovernmental relations in new communities; a report on new town service planning and development for HUD; 1974 (with Abt Associates).

Project Director and Senior Designer for a variety of projects, including: Carter School, Boston, 1979; residence Fairbanks, Alaska, 1978; Music Building, Lowell University, 1970-77; J.T. Berry Rehabilitation Center, North Reading, 1975; Abbotswood Housing, Hopkinton, 1975; Grove Hall Fire Station, Boston, 1975; Back Bay Fire Station, Boston, 1971; Elderly Housing, St. Croix, 1971; Buckingham Upper and Lower School, Cambridge, 1966; Shady Hill School Athletic Facility, Cambridge, 1966.

TEACHING: Associate Professor and Assistant Chairman, Urban Design and Planning, Harvard Graduate School of Design, 1979-to present.

Visiting Critic, Harvard Graduate School of Design, 1972-73.

Co-Director, Humanities Program, Boston Arch. Center, 1962-66.

CONSULTING: Consultant, Ministry of Public Buildings and Works, London, 1970.

Special Assistant to the Director, Institute for the Applied Technology, U.S. National Bureau of Standards, 1966-69.

Consultant, Department of Architecture, M.I.T., 1965-70.

HONORS: Accomplished Professional Fellowship in Design, National Endowment for the Arts, 1979-80.

Citation for "Port d'Albret Design Guidelines," 1980 Awards Program, Urban Design.

Award for "Design Guidelines for ICF/MR," Progressive Architecture Awards Program, January 1977 (with EDG).

Award for Excellence, Design and Environment, 1975, for planning a state system for the mentally retarded (with EDG).

Award for "PAK, the Planning Aid Kit," Progressive Architecture Awards Program, January 1974 (with BOSTI and EDG).

Loeb Fellowship, Harvard Graduate School of Design, 1971-72.

SPEAKER:

Urban Design and Local Aspirations, International Congress of Arts and Sciences, Cambridge, 1980.

Philadelphia Solar Planning Project, First Annual Conference on Community Renewable Energy Systems, Boulder, Colorado, 1979.

Design Guidelines, EDRA 10, SUNY at Buffalo, 1979.

Community Resistance to Community Based Services, Child Welfare League of America Conference, Hilton Head, S.C., 1976.

Deinstitutionalization for the Disabled, American Association of Mental Deficiency Annual Meeting, Chicago, 1976.

Participation in Design, International Design Conf., Aspen, 1975.

The Design Process: What Data Means, EDRA4/ AR9 Conference, Virginia Polytechnic Institute, 1973.

New Technologies - Impact on the Design Process, Joint Conference of the British Computer Society RIBA, and Department of the Environment, York University, England, 1972.

Improving Design Decisions, EDRA3/AR8 Conf., UCLA, January 1972.

Design Methodology and Education: USA and UK, University of Strathclyde, Glasgow, Scotland, 1970.

Cost and Benefit Analysis for Architects, Univ. of Wisconsin, 1970.

PAK/Planning Aid Kit, A.I.A. Arch.-Researchers' Conf. #5, Houston, 1969.

Performance Standards for Community Mental Health Programs, Environmental Design Research Association Conference, UNC, 1969.

Design: A Case History/A Designer's Specifications for a Computer System, AIA Architect-Researchers' Conf. #3, Gatlinburg, 1967.

Design: Case History, Design Methods Group Conf., M.I.T., 1968.

Principal participant in conferences, seminars, classes sponsored by the World Bank (1976, 1977); President's Committee on Mental Retardation (1976); New England Non-Profit Housing Development (1977); the AIA Research Corporation and BAC (1976); Ohio Department of Mental Health and Retardation (1975); University of Montreal (1971); FECA of HEW (1971); Royal College of Art (1970); M.I.T. (1965-69, 1977-80); Pennsylvania State University (1967); National Bureau of Standards (1968, 1969); Massachusetts Housing and Finance Asso. (1969); Industrial Design Society of America (1969).

ORGANIZATIONS:

American Institute of Architects
Massachusetts State Association of Architects
Boston Society of Architects (Office Practice Committee, 1970)
Design Methods Groups (Publications Committee, 1969-70)
Environmental Design Research Assoc. (Steering Committee, 1968-69)

REGISTERED

ARCHITECT:

Commonwealth of Massachusetts
National Council of Architectural Registration Boards

JOHN R. MYER

EDUCATION: B. Arch., M.I.T., 1952.

EXPERIENCE: Arrowstreet, Inc. (formerly Ashley/Myer/Smith Inc.), Principal Director, President, 1961 to present.

Project Director, Designer for House for Mr. & Mrs. Larry Lorah, Strawberry Hill Road, Concord, MA

Project Director: Massachusetts State Archives and Record Center Building; Columbia Point, Boston, Mass; 1978.

Designer: Hotel, Park, Conference Center, Commercial Center; Laguna Niguel, California for Avco Community Development Corporation; 1978-79.

Project Director, Senior Designer: Chelsea Navel Hospital revised Masterplan; 1977-78.

Design Principal: Port d'Albret; a new French community on the Atlantic coast; Compagnie la Henin; 1976 to present.

Consulting Principal: Custom House Park, Boston, MA; 1976.

Senior Designer: Old State House Park; an urban park and pedestrian space design, as setting for historic Old State House; Boston Redevelopment Authority, Boston, MA; 1975-76.

Senior Designer: Washington Street Mall; a two-block pedestrian mall, involving downtown street improvements and public space development; Boston Redevelopment Authority, Boston, MA; 1975-76.

Co-Project Director and Senior Designer: Downtown Washington Streets for People; a pedestrianization program of physical improvements, new street activities and a management program for 60 blocks of downtown Washington, D.C. Redevelopment Land Agency; 1972-76; First phase now completed.

Project Director: High School/Community Center; Granada (new town), New York; 1974.

Co-Project Director: Downtown Urban Renewal Action Plan; City of Toledo, Ohio; 1974.

Co-Project Director and Senior Designer: Humanities and Arts Building; Hampshire College, Amherst, MA; 1973-74.

Co-Project Director and Senior Designer: House V; student apartments and dining facilities for 250 students; Hampshire College, Amherst, MA; 1975.

JOHN R. MYER (cont'd)

Co-Designer: Center School Complex Urban Redevelopment; housing, commercial, and community facilities at the town center (Joint Venture with Donlyn Lyndon and Philip B. Herr and Associates); City of Amherst, Mass; 1972 to present.

Co-Designer: Chandler Village; student apartments to accommodate 500 students; Worcester State College, Worcester, Mass; 1971.

Senior Designer and Planner: St. Clair Shores, luxury housing; low-, mid-, and high-rise apartments; (Joint Venture with Homer and Rogers); the Shore Club, Detroit, Michigan; 1967-68.

Consulting Partner: City Signs and LIghts; a national policy study and demonstration of public and private signing, lighting, and environmental information systems in Boston, funded by HUD; Boston Redevelopment Authority; 1968-71.

Project Director and Senior Designer: Warren Gardens; 228 moderate income housing units; Roxbury, Mass.; 1966.

Co-Designer (with Kevin Lynch): Boston Downtown Waterfront Master Plan; City of Boston; 1959.

Environmental Design Group, Inc.; Principal, Director and President since 1969.

Senior Designer: Guidelines for Environments for the mentally retarded and Master Plans for six state school campuses; Massachusetts Department of Mental Health; 1975-1976.

Ashley, Myer & Associates, Inc., Director, President, since 1964

Ashley & Myer, A.I.A., Architects, 1961-1964.

John Randolph Myer and Associates, Architects, 1959-1964.

Adams, Howard and Greeley & Associated Planners and Architects, 1955

Hugh Stubbins & Associates, Architects, as "Associate", 1954-59.

Studio Balle, Udine, Italy, 1953-54.

PUBLICATIONS: "Housing: Voicing the demand," in The State and the Poor, Prentice Hall, 1970 (Beer & Barringer, Eds.)

JOHN R. MYER (cont'd)

Design, a Case History: A Designer's Specifications for a Computer System, Center for Building Research, M.I.T., 1967.

Changes in Architecture, paper for private distribution.

View from the Road, M.I.T. Press, 1964, (with Appleyard, Lynch).

HONORS:

Review Panel, National Endowment for the Arts, Architecture and Environmental Arts Design Fellowships, 1976.

Fellowship in the American Institute of Architects, 1970.

First Prize, with Bob Goodman and Fletcher Ashley, in International Competition to design the new Boston Architectural Center, 1964.

Medaglia D'Argento-Vindicesima, Triennale de Milano, 1957.

Fulbright Scholarship to Italy, 1952.

A.I.A. Scholastic Medal, M.I.T., 1952.

Tau Beta Pi.

TEACHING:

Professor at M.I.T. School of Architecture since 1971.

Associate Professor at M.I.T. School of Architecture, 1966-71.

Assistant Professor at M.I.T. School of Architecture, 1959-66.

ORGANIZATIONS:

American Institute of Architects, Fellow.

Massachusetts State Association of Architects.

Boston Society of Architects - Board of Directors, 1966-70.

City of Cambridge, Massachusetts, Planning Board, 1961-70.

REGISTERED

ARCHITECT:

Commonwealth of Massachusetts

State of Michigan

State of Vermont

NCARB National Architectural Certification

State of New York

District of Columbia

State of Connecticut

arrowstreet inc.

ARROWSTREET FORMS 255 & 254

STANDARD
FORM (SF)

255

Architect-Engineer
Related Services
for Specific
Project

1. Project Name / Location for which Firm is Filing:

Downtown Crossing Land Use and Design Analysis
Boston, MA

Arrowstreet, Inc. is a small business firm

2a. **Commerce Business**
Daily Announcement
Date, if any:

2b. Agency Identification
Number, if any:

3. Firm (or Joint-Venture) Name & Address

Arrowstreet Inc.
14 Arrow Street
Cambridge, MA 02138

3a. Name, Title & Telephone Number of Principal to Contact

Myron Miller, Principal and Vice President
(617) 868-1800

3b. Address of office to perform work, if different from Item 3

4. Personnel by Discipline:

3 Administrative
8 Architects
Chemical Engineers
Civil Engineers
* Construction Inspectors
11 Draftsmen
Ecologists
Economists

* Electrical Engineers
Estimators
Geologists
Hydrologists
* Interior Designers
Landscape Architects
Mechanical Engineers
Mining Engineers

Oceanographers
4 Planners: Urban/Regional
Sanitary Engineers
Soils Engineers
* Specification Writers
Structural Engineers
Surveyors
Transportation Engineers

1 Social Planner
1 Model Builder
* included in Architects
and Draftsmen
28 Total Personnel

5. If submittal is by Joint-Venture list participating firms and outline specific areas of responsibility (including administrative, technical and financial) for each firm:
(Attach SF 254 for each if not on file with Procuring Office.)

6. Has this Joint-Venture previously worked together? ☐ yes ☐ no

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

Myron Miller, R.A.
Principal and Vice President

b. Project Assignment:

Urban Designer/Planner

c. Name of Firm with which associated:

Arrowstreet Inc.

d. Years experience: With This Firm 9 With Other Firms 3

e. Education: Degree(s) / Year / Specialization

M. Arch. (1971) Harvard Graduate School of Design
B.A. (1966) Harvard College, Architectural Sciences

f. Active Registration: Year First Registered/Discipline

1975, /Massachusetts, Architecture

g. Other Experience and Qualifications relevant to the proposed project:

Myron Miller has most recently been responsible for planning and management of our Longwood Medical Area (MASCO) Master Programming and U.S. Army Community Activity Centers planning projects. He has been involved in most of Arrowstreet's recent urban design and public space projects, including the Washington Street Mall, Old State House Park and Downtown Crossing Sign System projects right in downtown Boston, and the Pratt Street Mall, Newton Highlands' Walnut Street Improvements, and Birthday Book. Among his management structure processes are the Massachusetts Local Energy Action Program and Planning Aid Kit development.

a. Name & Title:

Wayne Welke, R.A.
Principal and Vice President

b. Project Assignment:

Urban Designer/Planner

c. Name of Firm with which associated:

Arrowstreet Inc.

d. Years experience: With This Firm 14 With Other Firms 6

e. Education: Degree(s) / Years / Specialization

M. Arch. (1961) Architecture

f. Active Registration: Year First Registered/Discipline

1963, /Massachusetts, Architecture

g. Other Experience and Qualifications relevant to the proposed project:

Wayne Welke has also recently worked on planning for the MASCO project, as well as design and implementation of our Downtown Crossing and MDC Sign Systems. He directed the MBTA Park Street Station Modernization and State Station Masterplanning, in the Downtown Crossing area. He also planned and designed the Boltwood Walk plan for Amherst and was responsible for its implementation management throughout private parcel and public space development, and he coordinated masterplan development for the six Massachusetts schools for the mentally retarded.

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

Richard I. Krauss
Principal and Vice President

b. Project Assignment:

Senior Urban Designer

c. Name of Firm with which associated:

Arrowstreet Inc.

d. Years experience: With This Firm 20

With Other Firms --

e. Education: Degree(s) / Year / Specialization

B. Arch. (1961) Massachusetts Institute of Technology
B.A. (1957) Harvard College.

f. Active Registration: Year First Registered/Discipline

1964/Massachusetts Architecture
National Council of Architectural Registration Boards.

g. Other Experience and Qualifications relevant to the proposed project:

Richard Krauss has had lead responsibility in many of Arrowstreet's planning and design projects. He directed and developed the urban design and implementation structure for our Longwood Medical Area (MASCO) work. He directed the masterplanning and design guidelines for the Army Community Life Facilities projects, Port d'Albret new town, and the Laguna Niguel resort community. He developed the Planning Aid Kit, and has applied it in numerous situations, including community mental health planning and masterplanning for institutions for the mentally retarded in four states. Mr. Krauss is also Assistant Director of the Urban Design Program at Harvard.

a. Name & Title:

John R. Myer
Principal and President

b. Project Assignment:

Senior Urban Designer

c. Name of Firm with which associated:

Arrowstreet Inc.

d. Years experience: With This Firm 20

With Other Firms 8

e. Education: Degree(s) / Years / Specialization

Bachelor of Arch. (1952) Architecture

f. Active Registration: Year First Registered/Discipline

1955/Massachusetts, Architecture

g. Other Experience and Qualifications relevant to the proposed project:

John Myer, founding principal of Arrowstreet and internationally known for his urban design expertise, has been responsible for many of our major planning and design projects. These range from the Downtown Boston Waterfront and original Government Center urban renewal plans, to the Downtown Washington Streets for People masterplan and pedestrianization project. He directed the Washington Street Mall design, MBTA State Station Modernization masterplan, the Chelsea Naval Hospital site redevelopment plan, the Port d'Albret new town development masterplan, and the Boltwood Walk Plan for Amherst.

8. Work by Firm or Joint Venture Members which Best Illustrates Current Qualifications Relevant to this Project (List not more than 10 Projects)

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Owner's Name & Address	d. Completion Date (actual or estimated)	e. Estimated Cost (in thousands) Entire Project	Work for which Firm was/is responsible
Longwood Medical Area Master Programming, Boston, MA	Development and Area Services Masterplanning	Medical Area Service Corporation Boston, MA	1981	fee: \$120	100%
Downtown Washington Streets for People, Washington, D.C.	Masterplanning and pedestrian development, design through construction admin.	D.C. Redevelopment Land Agency, Washington, D.C.	1977	\$ 7,000 (Phase 1) \$30,000 (complete)	100%
Washington Street Mall, Boston, MA	Design through construction admin.	Boston Redevelopment Authority Boston, MA	1977	\$ 600	100%
Arsenal Markets, Watertown, MA	Masterplanning; Design through construction Admin of selected bldgs.	Arsenal Markets Partnership Providence, R.I.	1983 (est.)	\$25,000	25%
Downtown Boston Waterfront Urban Renewal Plan Boston, MA	Masterplanning	Downtown Waterfront Corp. & Poston Redevelopment Authority Boston, MA	1962	fee only	Planning Consultant
Massachusetts Local Energy Action Program, Massachusetts	Program Development; Planning & Implementation Organization	Northeast Solar Energy Center, Boston, MA	1980	fee: \$ 35	100%
Downtown Crossing Sign Systems, Boston, MA	Planning, Design, Construction Documents	Massachusetts Bay Trans. Authority & Boston Redev. Authority. Boston, MA	1979	fee: \$18	100%
Old State House Park Boston, MA	Design through Construction Documents	Boston Redevelopment Authority Boston, MA	1979	\$ 175	100%
Boltwood Walk Plan Amherst, MA	Masterplan, Development Guidelines, Design Review, Public Space Improvements	Amherst Redevelopment Authority Amherst, MA	1977	\$7,500	50%
Park Street MBTA Station Modernization Boston, MA	Planning, Design, through Construction Administration.	Massachusetts Bay Transportation Authority Boston, MA	1979	\$4,200	100%

9. All work by firms or Joint Venture members currently being performed directly for Federal agencies

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Agency (Responsible Office) Name & Address	d. Percent complete	e. Estimated Cost (In Thousands) Entire Project	Work for which firm is responsible
U.S. Appraisers Stores Building Modernization Boston, MA	Programming, Field In- vestigation, Design, Contract Documents, Construction Supervision	General Services Administra- tion, Public Buildings Service, Region I Boston, MA	Phase I 90%	\$3,400	100%
Army Community Activity Centers Design Guide	Planning, Programming, Prototypical Design, Implementation Procedures	Department of the Army Corps of Engineers Office, Chief of Engineers Washington, D.C. 20314	90%	fee: \$210	100%

10. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project

Arrowstreet Inc. provides strong capabilities in all three areas involved in the Downtown Crossing Land and Design Analysis project: Land Use/Development Planning; Urban Design/Public Space Design; and Implementation Management/Institutional Structures. Special qualifications which make us particularly well-suited for this project include:

- Multi-Interest Implementation Management - Experience at establishing structures or processes to fund and manage implementation of urban design and development improvements by multiple-interest public and private sector bodies. This is a primary thrust of our current work for MASCO in the Longwood Medical Area, among other such experience. Such an approach is particularly important in Boston's current fiscal situation, where implementation of proposed improvements will probably depend more on coordinated private actions than on municipal funding.
- Do-able Proposals - Ability to direct planning toward readily implementable, near-term efforts, within a framework of more comprehensive concepts and goals, to produce evident results and show effectiveness quickly. This is important in proving the visibility of a new, shared approach to urban improvements, as is **key** in Arrowstreet's current work for MASCO and for the U.S. Army Community Activity Center program.
- High Quality Urban Design - Arrowstreet has a national reputation for design excellence and responsiveness to real needs in our urban design and public space design projects. But we are able to address our designs to the varied scales and qualities of improvement appropriate to different situations, and to the levels of funding available.
- Involvement of Affected Parties - We are well-known for our capabilities at involving, through appropriately structured processes, the diverse parties affected by and essential to the successful implementation of public improvements in the complex urban environment. Our involvement of merchants, property-owners and the Retail Trade Board on the Washington Street Mall, and of a panoply of users, merchants, property-owners, institutions and public agencies in our Downtown Washington D.C. Streets for People project, were invaluable for smoothing the acceptance and implementation of these urban improvements.
- Downtown Crossing Experience - Arrowstreet's past experience in helping to develop the Downtown Crossing and on many projects right in the area give us a strong basis for proceeding to further land use and urban design improvements. Our work includes: the Downtown Crossing Pedestrian Map and Vehicular Sign System, the Washington Street Mall pedestrian space and canopy, Old State House Park, the Park Street MBTA Station Modernization, including the arcade under Winter Street, and the Masterplan for the State Station modernization.
- Working Relationship with BRA and City Agencies - Our work will be facilitated by our good working relationships with the BRA and other City of Boston agencies involved in public improvements, such as Traffic & Parking, Public Works and Public Facilities, which comes from our numerous projects for them, and from city dealings on privately-sponsored projects.
- Multi-Disciplinary Consultant Planning Experience - We are well-versed at working with many specialized consultants in complex planning situations, and integrating their inputs into our design considerations. We are familiar with the approaches and concerns of market/economic analysts, traffic, parking, and security consultants along-side whom we would be working.

11. The foregoing is a statement of facts

Date:

Signature: Myron Miller Typed Name and Title: Myron Miller, Principal & Vice President June 18, 1981

STANDARD
FORM (SF)

254

Architect-Engineer
and Related Services
Questionnaire

1. Firm Name / Business Address: This is a small business firm.

ARROWSTREET INC.

14 Arrow Street

Cambridge, Massachusetts 02138

1a. Submittal is for ☒ Parent Company ☐ Branch Office2. Year Present Firm
Established:

1961

3. Date Prepared:

1 March 1981

4. Type of Ownership: Corporation

4a. Minority Owned ☐ yes ☒ no

5. Name of Parent Company, if any:

5a. Former Firm Name(s), if any, and Year(s) Established:

Ashley & Myer

established 1961

Ashley, Myer & Associates, Inc.

established 1964

Ashley/Myer/Smith, Inc.

established 1969

6. Names of not more than Two Principals to Contact: Title / Telephone

1) John R. Myer, Principal, President (617) 868-1800

2) Wayne Welke, Principal, Vice President (617) 868-1800

7. Present Offices: City / State / Telephone / No. Personnel Each Office

Cambridge, Massachusetts (617) 868-1800 28 personnel

7a. Total Personnel 28

8. Personnel by Discipline:

3 Administrative

8 Architects

Chemical Engineers

Civil Engineers

* Construction Inspectors

13 Draftsmen

Ecologists

Economists

Electrical Engineers

* Estimators

Geologists

Hydrologists

* Interior Designers

Landscape Architects

Mechanical Engineers

Mining Engineers

Oceanographers

2 Planners: Urban/Regional

Sanitary Engineers

Soils Engineers

* Specification Writers

Structural Engineers

Surveyors

Transportation Engineers

1 Social Planner

1 Model Builder

* Included in Architects
and Draftsmen

9. Summary of Professional Services Fees

Received: (insert index number)

Last 5 Years (most recent year first)

Direct Federal contract work, including overseas

All other domestic work

All other foreign work*

*Firms interested in foreign work, but without such experience, check here: ☐.

Ranges of Professional Services Fees

INDEX

1. Less than \$100,000
2. \$100,000 to \$250,000
3. \$250,000 to \$500,000
4. \$500,000 to \$1 million
5. \$1 million to \$2 million
6. \$2 million to \$5 million
7. \$5 million to \$10 million
8. \$10 million or greater

Experience Profile Code Numbers
for use with questions 10 and 11

- 001 Acoustics; Noise Abatement
- 002 Aerial Photogrammetry
- 003 Agricultural Development; Grain Storage; Farm Mechanization
- 004 Air Pollution Control
- 005 Airports; Navajids; Airport Lighting; Aircraft Fueling
- 006 Airports; Terminals & Hangars; Freight Handling
- 007 Arctic Facilities
- 008 Auditoriums & Theatres
- 009 Automation; Controls; Instrumentation
- 010 Barracks; Dormitories
- 011 Bridges
- 012 Cemeteries (*Planning & Relocation*)
- 013 Chemical Processing & Storage
- 014 Churches; Chapels
- 015 Codes; Standards; Ordinances
- 016 Cold Storage; Refrigeration; Fast Freeze
- 017 Commercial Buildings (*low rise*); Shopping Centers
- 018 Communications Systems; TV; Microwave
- 019 Computer Facilities; Computer Service
- 020 Conservation and Resource Management
- 021 Construction Management
- 022 Corrosion Control; Cathodic Protection; Electrolysis
- 023 Cost Estimating
- 024 Dams (*Concrete; Arch*)
- 025 Dams (*Earth; Rock*); Dikes; Levees
- 026 Desalinization (*Process & Facilities*)
- 027 Dining Halls; Clubs; Restaurants
- 028 Ecological & Archeological Investigations
- 029 Educational Facilities; Classrooms
- 030 Electronics
- 031 Elevators; Escalators; People-Movers
- 032 Energy Conservation; New Energy Sources
- 033 Environmental Impact Studies, Assessments or Statements
- 034 Fallout Shelters; Blast-Resistant Design
- 035 Field Houses; Gyms; Stadiums
- 036 Fire Protection
- 037 Fisheries; Fish Ladders
- 038 Forestry & Forest Products
- 039 Garages; Vehicle Maintenance Facilities; Parking Decks
- 040 Gas Systems (*Propane; Natural, Etc.*)

- 041 Graphic Design
- 042 Harbors; Jetties; Piers; Ship Terminal Facilities
- 043 Heating; Ventilating; Air Conditioning
- 044 Health Systems Planning
- 045 Highrise; Air-Rights-Type Buildings
- 046 Highways; Streets; Airfield Paving; Parking Lots
- 047 Historical Preservation
- 048 Hospitals & Medical Facilities
- 049 Hotels; Motels
- 050 Housing (*Residential, Multi-Family; Apartments; Condominiums*)
- 051 Hydraulics & Pneumatics
- 052 Industrial Buildings; Manufacturing Plants
- 053 Industrial Processes; Quality Control
- 054 Industrial Waste Treatment
- 055 Interior Design; Space Planning
- 056 Irrigation; Drainage
- 057 Judicial and Courtroom Facilities
- 058 Laboratories; Medical Research Facilities
- 059 Landscape Architecture
- 060 Libraries; Museums; Galleries
- 061 Lighting (*Interiors; Display; Theatre, Etc.*)
- 062 Lighting (*Exteriors; Streets; Memorials; Athletic Fields, Etc.*)
- 063 Materials Handling Systems; Conveyors; Sorters
- 064 Metallurgy
- 065 Microclimatology; Tropical Engineering
- 066 Military Design Standards
- 067 Mining & Mineralogy
- 068 Missile Facilities (*Silos; Fuels; Transport*)
- 069 Modular Systems Design; Prefabricated Structures or Components
- 070 Naval Architecture; Off-Shore Platforms
- 071 Nuclear Facilities; Nuclear Shielding
- 072 Office Buildings; Industrial Parks
- 073 Oceanographic Engineering
- 074 Ordnance; Munitions; Special Weapons
- 075 Petroleum Exploration; Refining
- 076 Petroleum and Fuel (*Storage and Distribution*)
- 077 Pipelines (*Cross-Country - Liquid & Gas*)
- 078 Planning (*Community, Regional, Areawide and State*)
- 079 Planning (*Site, Installation, and Project*)
- 080 Plumbing & Piping Design
- 081 Pneumatic Structures; Air-Support Buildings
- 082 Postal Facilities

- 083 Power Generation, Transmission, Distribution
- 084 Prisons & Correctional Facilities
- 085 Product, Machine & Equipment Design
- 086 Radar; Sonar; Radio & Radar Telescopes
- 087 Railroad; Rapid Transit
- 088 Recreation Facilities (*Parks, Marinas, Etc.*)
- 089 Rehabilitation (*Buildings; Structures; Facilities*)
- 090 Resource Recovery; Recycling
- 091 Radio Frequency Systems & Shieldings
- 092 Rivers; Canals; Waterways; Flood Control
- 093 Safety Engineering; Accident Studies; OSHA Studies
- 094 Security Systems; Intruder & Smoke Detection
- 095 Seismic Designs & Studies
- 096 Sewage Collection, Treatment and Disposal
- 097 Soils & Geologic Studies; Foundations
- 098 Solar Energy Utilization
- 099 Solid Wastes; Incineration; Land Fill
- 100 Special Environments; Clean Rooms, Etc.
- 101 Structural Design; Special Structures
- 102 Surveying; Platting; Mapping; Flood Plain Studies
- 103 Swimming Pools
- 104 Storm Water Handling & Facilities
- 105 Telephone Systems (*Rural; Mobile; Intercom, Etc.*)
- 106 Testing & Inspection Services
- 107 Traffic & Transportation Engineering
- 108 Towers (*Self-Supporting & Guyed Systems*)
- 109 Tunnels & Subways
- 110 Urban Renewal; Community Development
- 111 Utilities (*Gas & Steam*)
- 112 Value Analysis; Life-Cycle Costing
- 113 Warehouses & Depots
- 114 Water Resources; Hydrology; Ground Water
- 115 Water Supply, Treatment and Distribution
- 116 Wind Tunnels; Research/Testing Facilities Design
- 117 Zoning; Land Use Studies
- 201 Information Systems; Signing
- 202 Urban Design/Public Open Space
- 203 Public Facilities
- 204
- 205

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 008	1	303	11) 047	5	1,050	078	5	1,607
2) 010	1	250	12) 049	1	122	079	6	1,170
3) 015	6	385	13) 050	7	1,010	087	1	714
4) 017	5	1,500	14) 052	2	53	089	5	1,227
5) 027	1	44	15) 055	4	101	090	3	67
6) 029	4	990	16) 059	7	1,805	110	4	216
7) 033	2	1,370	17) 060	3	900	117	2	134
8) 035	1	250	18) 062	5	1,475	201	5	360
9) 041	4	253	19) 066	2	250	202	5	1,606
10) 045	2	350	20) 072	2	600	203	2	305

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
008	P	1 Music and Fine Arts Bldg Lowell, Mass.	Lowell University Lowell, Mass	3,600	1976
010	P	2 Bethphage Mission Resident Housing for the Mentally Retarded, Axtell, Nebraska	Bethphage Mission, Inc. Axtell, Nebraska	3,000	1979
015	P	3 MDC Sign Manual Design and Installation Standards	Metropolitan District Commission 20 Somerset St. Boston, Mass.	800	1981
017	JV	4 Arsenal Markets Watertown, Mass.	Arsenal Associates c/o State Properties Brookline, Mass.	50,000	1983
027	P	5 Whistling Oyster Restaurant Ogunquit, Maine	Mr. John Parella Whistling Oyster, Inc. Ogunquit, Maine	480	1977
029	P	6 Babson Educational Center Wellesley, Mass.	Babson College Babson Park Wellesley, Mass.	3,300	1979
033	JV	7 Port d'Albret Aquitaine, France	Compagnie la Henin Paris, France	fee: 80	1978

035	P	8	Bethphage Program Building Axtell, Nebraska	Bethphage Mission, Inc. Axtell, Nebraska	500	1977
041	P	9	"The Birthday Book"	Boston 200 (Bicentennial Commission) Mayor's Office, City Hall, Boston	fee: 14	1976
045	P	10	U.S. Appraisers Stores Phase I Boston, Mass.	General Services Administration McCormack P.O. & Courthouse Boston, Mass.	3,600	1981
047	P	11	Old State House Park Boston, Mass.	Boston Redevelopment Authority City Hall Boston, Mass.	190	1977
049	JV	12	Laguna Niguel Coastal Development Laguna Niguel, Calif.	AVCO Community Development, Inc. 3 Monarch Bay Plaza Laguna Niguel, California	40,000	1984
050	P	13	Arsenal Apartments Watertown, Mass.	Arsenal Associates c/o Gilbane Properties Inc. Providence, Rhode Island	15,000	1982
052	P	14	Cordell Engineering Peabody, Mass.	Cordell Engineering Centennial Industrial Park Peabody, Mass.	1,600	1981
055	P	15	Ten Post Office Square Boston, Mass.	Foley, Hoag and Eliot Ten Post Office Square Boston, Mass.	100	1979
059	P	16	Downtown Washington Streets for People, Washington, D.C.	D.C. Dept. of Housing & Community Development, Washington, D.C.	6,200	1977
060	P	17	Mass. State Archives and Records Center Boston, Mass.	Commonwealth of Mass. Bureau of Building Const. Boston, Mass.	14,000	1983
062	P	18	Downtown Washington Streets for People, Washington, D.C.	D.C. Dept. of Housing & Community Development, Washington, D.C.	6,200	1977
066	P	19	Guidelines for Dependent Youth Activity Centers	Dept. of the Army Corps of Engineers Washington, D.C.	fee: 100	1979

072	P	U.S. Appraisers Stores Phase I Boston, Mass.	General Services Administration McCormack P.O. & Courthouse Boston, Mass.	3,600	1981
078	P	Master Programming for the Longwood Medical Area Boston, Mass.	Medical Area Service Corporation Binney Street Boston, Mass.	fee: 112	1981
079	P	Brookside Apartments Stonington, Conn.	Gilbane Properties, Inc. Providence, Rhode Island	6,000	1981
087	P	Park Street Station Modernization Boston, Mass.	Mass. Bay Transportation Authority 50 High Street Boston, Mass.	4,200	1980
089	P	Arsenal Apartments Watertown, Mass.	Arsenal Associates c/o Gilbane Properties Inc. Providence, Rhode Island	15,000	1982
098	P	Mass. Local Energy Planning	Northeast Solar Energy Center Boston, Mass.	fee: 30	1980
110	C	Chelsea Naval Hospital Renewal Chelsea, Mass.	City of Chelsea Chelsea, Mass.	fee: 12	1981
117	P	Gloucester Downtown Planning Gloucester, Mass.	City of Gloucester Mass.	fee: 22	1976
201	P	New Signs for the Charles River Parkways	Metropolitan District Commission 20 Somerset Street Boston, Mass.	800	1981
202	P	Washington Street Mall/Downtown Crossing, Boston, Mass.	Boston Redevelopment Authority City Hall Boston, Mass.	590	1977
203	P	Carter School Boston, Mass.	Public Facilities Dept. Boston, Mass.	1,000	1980
12. The foregoing is a statement of facts Signature: <i>Wayne Welke</i>			Typed Name and Title: Wayne Welke, Vice President		Date: 1 March 1981

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